

[illegible]

## Framework Category

## Framework Element -

## Performance Measures -

FIG. 2A

Year	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100
1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	

FIG. 2B

## EVALUATING AN ORGANIZATION'S LEVEL OF SELF-REPORTING

A	B	C	D	E	F	G	H	I
Client Name	0			Prepared by	0			
Territory	0							
Period under Review	00-Jan-00							
Industry Sector	0							
				Comparison with				
	Qualitative reference	Quantitative reference	Prior period	Benchmark	Current period target	Future period target	Reference	Comments field
Data Sheet-Annual Report								
3. MANAGING FOR VALUE								
A1. Financial Performance								
Shareholder Value Metric								
Weighted Average Cost of Capital								
Return of Equity								
Total Shareholder return								
Operating Leverage								
Share Price Volatility								
Earnings per share								
Restructuring Costs								
Effective Tax Rate								
Cost base analysis								
Volume growth								
Price Growth								
Total								
Financial Position								
Working Capital								
Capital Expenditure								
Restructuring cost								
Expected return on new stores/refurbishment								
NPV of future leasehold commitments								
Market value of freehold assets								
Store portfolio changes								
Total								
Risk Management								
Covenants and Capital constraints								
Credit Rating								
Business and Market Risk								
-Political								
-Economic								
-Social								
-Technological								
-Environmental								
Total								
Segmental								
Shareholder Value Metric (By Segment)								
Weighted Average Cost of Capital (By Segment)								
Free Cash Flow (By Segment)								
Net assets by segment/geography								
Sales by segment/geography								
Profit by segment/geography								
Sales/profits by product line								
Sales per square foot/meter								
Same store sales (like for like)								
Total								

FIG. 2C

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 EVALUATING AN ORGANIZATION'S LEVEL OF SELF  
 REPORTING

A	B	C	D	E	F	G	H	I
Client Name:	0			Prepared by:	0			
Territory	0							
Period under Review	00-Jan-00							
Industry Sector:	0							
				Comparison with				
	Qualitative reference	Quantitative reference	Prior period	Benchmark	Current period target	Future period target	Reference	Comments field
<b>Data Sheet-Annual Report</b>								
<b>4. VALUE PLATFORM</b>								
<b>B1. Innovation</b>								
Development cycle time (By Segment)								
Product portfolio by stage of development (By Segment)								
Contribution from new products								
R&D Expenditure								
Expected contribution from products in development								
Impact of Technology								
e-commerce investments								
New store formats tested & performance data								
<b>Total</b>								
<b>B2. Brands</b>								
Brand/Corporate Name Awareness								
Brand/Corporate Name Perception								
Brand Profitability and/or Equity								
Revenue protected by patent(s)								
<b>Total</b>								
<b>B3. Reputation</b>								
Corporate citizenship								
Environmental Policies and Procedures								
Environmental compliance								
Third Party ratings and awards								
Health and safety performance								
Stewardship (Business Ethics)								
<b>Total</b>								
<b>B4. People</b>								
Human capital								
Employee satisfaction								
Total and key personnel turnover								
Other measures, such as:								
Headcount as a % of forecasted needs								
Investment in training								
Revenue per employee								
Attraction of key employees								
Employee profiles								
Third party ratings and awards								
<b>Total</b>								

FIG. 2D

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EVALUATING AN ORGANIZATION'S LEVEL OF SELF  
REPORTING

A	B	C	D	E	F	G	H	I
Client Name:	0			Prepared by:	0			
Territory	0							
Period under Review	00-Jan-00							
Industry Sector:	0							
				Companson with				
	Qualitative reference	Quantitative reference	Prior period	Benchmark	Current period target	Future period target	Reference	Comments field
<b>Data Sheet-Annual Report</b>								
<b>B6. Customers</b>								
Customer loyalty/retention								
Customer satisfaction								
Market Share (By Segment)								
Financial/Product contribution from partners								
Third party ratings and awards								
Other customer measures, such as								
Customer dependence								
return on customers or customer value								
% of New customers vs repeat business								
Average basket size/average transaction size/visit								
Footfall number of visits								
Shopper/buyer conversion rate								
<b>Total</b>								
<b>B5. Supply Chain</b>								
Efficiency measure, such as								
Forecast accuracy								
Capacity utilization								
Labour utilization								
Inventory management								
Cycle time								
Quality measures, such as								
Product quality								
Process quality								
Cost of quality								
Third party ratings and awards								
Supplier measures, such as								
Supplier and other partner performance								
Supplier dependence								
Product availability								
Product line & category extension								
Shrinkage								
<b>Total</b>								

FIG. 2E

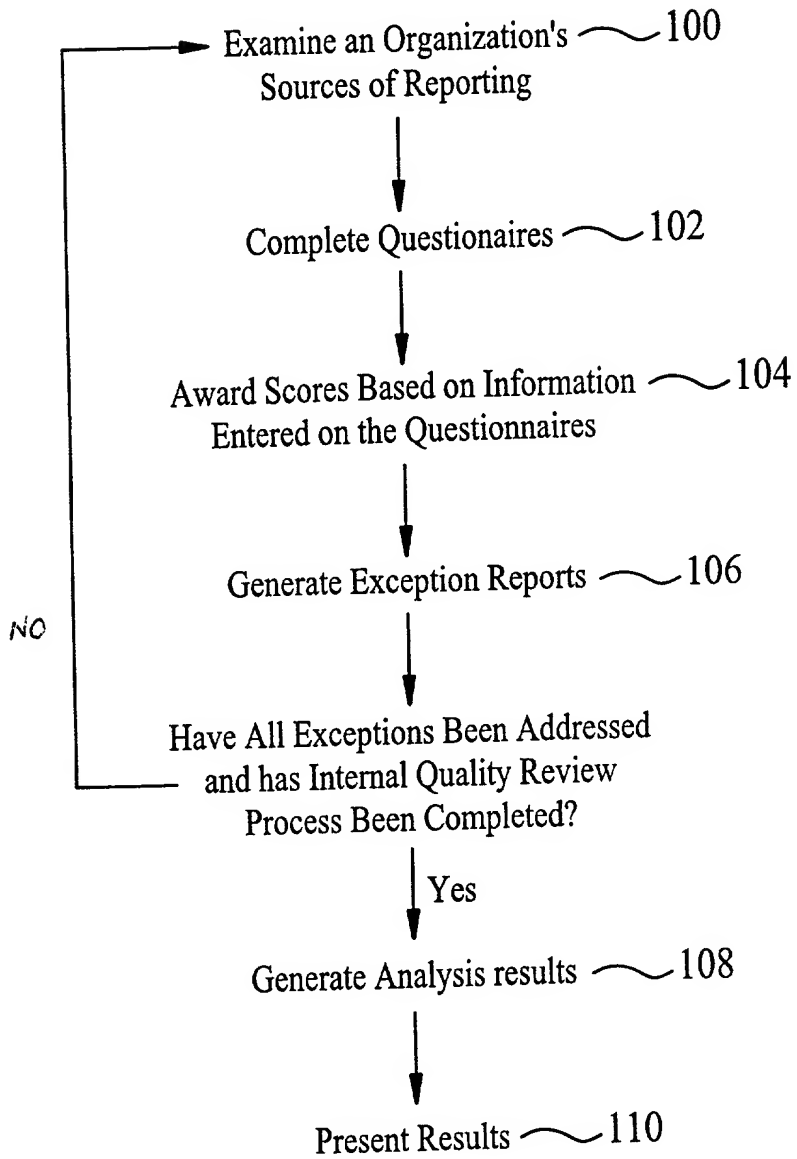


FIG. 3

Applicant(s): Philip Priestly Ashton et al.  
EVALUATING AN ORGANIZATION'S LEVEL OF SELF  
REPORTING

# Communication Types & Points

A						B	C	D	E	F	G	H	I
Client Name: Territory U.S.						Generic Reporting C							
Period under Review 31-Mar-00						Prepared by: John Brown							
Industry Sector: 0													
Data Sheet-Annual Report													
Qualitative reference 1						Quantitative reference Plus 1							
Prior period Plus 1						Benchmark Plus 2		Current period target Plus 3		Future period target Plus 2		Reference	
Comments field													
1. MARKET OVERVIEW													
A. Competitive Environment													
Market Growth						Yes		No		No		No	
Level of Current and Future Competition						No		No		No		No	
Industry and Business Outlook						Yes		No		No		No	
Industry and Business Outlook(By Segment)						Yes		No		No		No	
Total						Yes		No		No		No	
B. Regulatory Environment													
Legal						Yes		No		No		No	
Related pressure groups						No		No		No		No	
Total						Yes		No		No		No	

FIG. 4

**FIG. 5**

Communication Types		Points
Qualitative (QL)		1
Quantitative Current Period (QN-C)		1
Quantitative Prior Period (QN-P)		1
Benchmarking (Q-CT)		2
Current Period Target (Q-CT)		3
Future Period Target (QN-FT)		2

Communication Type	Scoring Mechanism for Performance Measures $PM_X$ in the Annual Report	Z	Weighting ( $W_X$ )	Actual Communication Type Score ( $Y_{ARPM}$ )	Total Possible Score for Communication Type ( $PS_{PM}$ )
Qualitative	If Annual Report $PM_X$ = yes, then 1, if no, then 0	1 or 0	$W_X$	$Z_{ARQL} * W_X = Y_{ARQL}$	$1 * W_X = PS_{PMQL}$
Quantitative Current Period	If Annual Report $PM_X$ = yes, then 1, if no, then 0	1 or 0	$W_X$	$Z_{ARQN-C} * W_X = Y_{ARQN}$	$1 * W_X = PS_{PMQN-C}$
Quantitative Prior Period	If Annual Report $PM_X$ = yes, then 1, if no, then 0	1 or 0	$W_X$	$Z_{ARQN-P} * W_X = Y_{ARQN-P}$	$1 * W_X = PS_{PMQN-P}$
Benchmarking	If Annual Report $PM_X$ = yes, then 2, if no, then 0	2 or 0	$W_X$	$Z_{ARQ-BM} * W_X = Y_{ARQ-BM}$	$1 * W_X = PS_{PMQN-BM}$
Current Period Target	If Annual Report $PM_X$ = yes, then 3, if no, then 0	3 or 0	$W_X$	$Z_{ARQ-CT} * W_X = Y_{ARQ-CT}$	$1 * W_X = PS_{PMQN-CT}$
Future Period Target	If Annual Report $PM_X$ = yes, then 2, if no, then 0	2 or 0	$W_X$	$Z_{ARQN-FT} * W_X = Y_{ARQN-FT}$	$1 * W_X = PS_{PMQN-FT}$
			<b>TOTAL SCORES</b>	$Y_{ARPM} = Y_{ARQL} + Y_{ARQN-C} + Y_{ARQN-P} + Y_{ARQ-BM} + Y_{ARQ-CT} + Y_{ARQN-FT}$	$PS_{PM} = PS_{PMQL} + PS_{PMQN-C} + PS_{PMQN-P} + PS_{PMQN-BM} + PS_{PMQN-CT} + PS_{PMQN-FT}$

**FIG. 6**

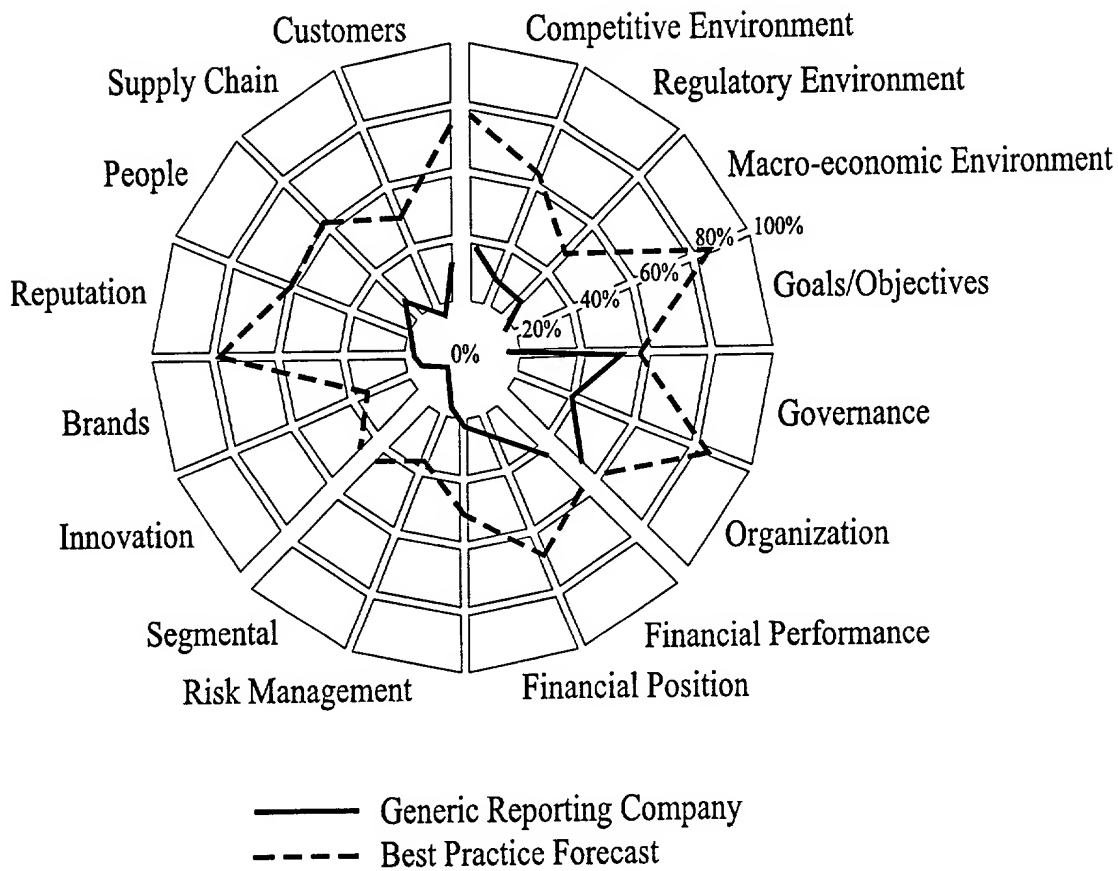


FIG. 7